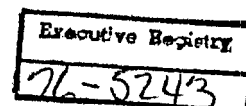


CONFIDENTIAL

COMPT 76-1374

Approved For Release 2007/01/17 : CIA-RDP79M00467A001100170021-9

16 SEP 1976



MEMORANDUM FOR: Executive Advisory Group Members

SUBJECT : Minutes of the 9 September 1976 Executive
Advisory Group Meeting

1. At the 9 September 1976 Executive Advisory Group (EAG) meeting, Mr. Taylor reviewed a short paper (EAG 7) prepared by the Comptroller's office commenting on the activities of the EAG to date. He solicited further thoughts from members with respect to any aspect of the Group's performance. After a discussion of a number of basic issues, Mr. Knoche asked that certain changes in the timing of scheduled EAG sessions be made (see revised agenda dated 13 September 1976). Specifically, he asked that Mr. Stevens be prepared to make final recommendations to the EAG with respect to organizational and other issues in the production components by mid-November after the [redacted] consultant report is available; he agreed to reschedule a pending session on Agency personnel management; and he asked that a second full session be scheduled to discuss the Clandestine Corps about 1 October.

25X1

2. With respect to questions raised concerning the adequacy of communications about the EAG and its activities, Mr. Knoche said that he had tasked Ms. Boatner of the Comptroller's staff to prepare a short booklet for use by EAG members following the planned Tuesday morning auditorium session.

3. Finally, Mr. Knoche reiterated that he would like all members to consider additional questions for incorporation into the Agency goals paper of 7 September. He asked that these questions be supplied to Mr. Taylor by Wednesday, 15 September. They will be used to generate additional EAG agenda items which

EXECUTIVE REGISTRY FOR

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can be structured to allow wider involvement of Agency personnel in discussions about basic issues.



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James H. Taylor
Secretary
Executive Advisory Group

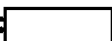
cc: Ms. Boatner/
Mr. Waller

Distribution:

Orig - DDCI
① - ER
1 - DDA
1 - DDI
1 - DDO
1 - DDS&T
1 - GC
1 - Compt
1 - Asst. Compt/R
1 - Asst. Compt/R&E
1 - SA/SI/Compt
-1 - Compt Subj
1 - Compt Reading

27 MAR 67 21 42

ER

O/Compt:Compt:JHTaylor:bp:  (16 Sept 76)

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15 SEP 1976

Executive Registry

76-5226

NOTE FOR: Deputy Director of Central Intelligence

I have been intending for some time to suggest to you that we consider inviting a few outsiders, probably from industry, to talk with the EAG from time to time about how they plan for, monitor, and manage their programs.

I've asked Les and Sayre to make suggestions as to names.

Rosemarie called today to tell me that [] of

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[] had called you. If you are interested in pursuing

the general idea, you might like to ask [] if he

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would be willing--or could suggest someone better

equipped--to meet with us at a mutually convenient time.

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James H. Taylor
Comptroller

cc: DDI
DDS&T

(EXECUTIVE REGISTRY FILE)

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26 12 5 38 PM '76

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30 Dec 1976

76-3153/4

NIF

TRANSMITTAL SLIP		DATE
TO: DDCI		9 SEP 1976
ROOM NO.	BUILDING	Executive Registry
		76-3153/5
REMARKS		
<p>Attached is the goals paper which Mr. Knoche used at his meeting with Mr. Bush.</p>		
FROM:		
ROOM NO.	BUILDING	EXTENSION

FORM NO. 241 REPLACES FORM 36-8 WHICH MAY BE USED.

(47)

(EXECUTIVE REGISTRY FOR E-20)

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76-1288

7 SEP 1976

AGENCY GOALS

The following is a statement of eight goals agreed to by EAG members. It constitutes a statement of priority topics against which we hope to make significant progress. Following each goal is: 1) a series of questions illustrative of the kinds of issues which the EAG will pursue in connection with that goal, and 2) a statement of EAG actions underway or contemplated with respect to that goal.

1. We must sharpen our capabilities to give policy-makers what they really need.

Some Initial Questions:

- How can we improve our ability to understand consumer needs?
- How can we manage the Agency's production, processing, and collection activities to optimize our output?
- What satellite and other systems will be required to meet our intelligence needs in the 1980's?

EAG 3/e

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--Given some redefinition of our missions and responsibilities, what organizational changes will be desirable to enhance our ability to get the job done?

EAG Actions Underway or Contemplated:

- Mr. Stevens' presentation to the EAG on organizational and other changes in the production world has this goal as a central theme.
- We have reviewed the planned reorganization of the DDO staff structure and have had an initial discussion of the Clandestine Corps concept.
- The SIGINT study group is considering organizational and other changes related to [REDACTED] and OEL.
- Though not yet scheduled, Mr. Dirks has expressed interest in discussing with the EAG issues surrounding CIA's participation in national programs.

2. We must better define and articulate the responsibilities of the Agency in the wake of outside investigations, revised guidelines, the new Community management responsibilities of the DCI, and changing perceptions.

Some Initial Questions:

- What should be the Agency role in SIGINT programs?

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[REDACTED]

--What is the proper scope and emphasis of our substantive product? Should we search for better ways to enhance the analytic component of our product possibly at the expense of our current intelligence capabilities?

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[REDACTED]

--How can our support apparatus best assist a changing Agency do its job?

--What is the future for CIA's role in managing large national reconnaissance programs?

--What are the prospects for covert actions over the next five years? Define the extent and nature of covert action capabilities to be maintained by CIA.

--How can we sharpen CIA counterintelligence (CI) capacity and to what extent should we develop new collaborative CI arrangements with other departments and agencies?

EAG Actions Underway or Contemplated:

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[REDACTED] SIGINT Task Force was formed and has discussed with the EAG a CIA response to the House SIGINT study. But the longer term objective of this group's activity is to redefine the Agency's role in SIGINT.

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3. We must establish an Agency management process that will enable us to coordinate and integrate activities of all directorates and make effective plans for the future.

Some Initial Questions:

- How can we get a common focus throughout the Agency on priority problems?
- How can we make the best decisions about investments in future capabilities?
- How can we guarantee that important projects which require the cooperation of various Agency components receive the management attention they deserve?

EAG Actions Underway or Contemplated:

- The EAG, itself, has been established.
- [] discussed selected joint DDO and DDS&T technical operations in the EAG meeting on 17 August 1976. We will meet again about 30 September to discuss further the importance of these activities and possible future management arrangements for them.
- Mr. Dirks reviewed for the EAG the Agency's overall R&D program with attention to the mechanisms which exist to consider customer requirements in the face of scarce resources.

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--Mr. Wells has been tasked to present to the EAG his views on the adequacy of the arrangements by which we decide on S&T technical support for the DDO.

--The Comptroller has been tasked to suggest ways we can improve Agency-level planning.

4. We must re-examine our allocation of resources and insure that we are spending our money and using our people in the right way.

Some Initial Questions:

--What evaluation techniques can we bring to bear on the always difficult question of resource allocation?

--How will some refocusing of our responsibilities affect our allocation of resources?

EAG Actions Underway or Contemplated:

--We have reviewed the Agency's proposed 1978 Program and agreed to certain steps which should improve our ability to make decisions on the 1979 Program next July.

--The Comptroller has been tasked to suggest ways we can improve Agency-level planning prior to development by the directorates of the 1979 budget.

--We have reviewed and validated the Agency's exploratory R&D program carried out by ORD.

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5. We must establish relationships of mutual confidence with both Executive and Legislative oversight organs and at the same time continue to develop public understanding and support of American intelligence.

Some Initial Questions:

- What further steps can we take to increase Congressional and public support for our missions?
- How can we serve both the President and the Congress when they often have differing objectives?
- How can we get key Congressmen to understand and support our budget?

EAG Actions Underway or Contemplated:

- We have through OLC, personal efforts of the DCI and DDCI, and elsewhere begun to make a dent in this problem particularly with the Senate intelligence committee.
- The EAG has scheduled a review of the current state of our Congressional relationships and our mechanisms for handling them.

6. We must strengthen our command and control mechanisms to insure that we are protected from improprieties.

Some Initial Questions:

- How can the inherent creativity of our people be enhanced while all of us are assured of the legality and propriety of our actions?

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--What combination of regulations and guidance, inspection by the IG, review by OGC, reporting procedures, and management review will protect our integrity without degrading our effectiveness?

EAG Actions Underway or Contemplated:

--The EAG has reviewed and approved the IG's proposed short-term inspection plans.

--Mr. Lapham has been tasked to report to the EAG on the state of guidance to employees with respect to legalities and proprieties.

7. We must find ways to reconcile our needs for security with the needs of those who use the information we produce.

Some Initial Questions:

--What actions can we take to enhance the possibilities for Congressional acceptance of improvements in the law with respect to the protection of sources and methods? What steps can we take short of this to improve our capabilities in this area?

--What actions can we take to produce credible finished intelligence--without revealing sources and methods--in order to make the product more widely available?

EAG Actions Underway or Contemplated:

--None yet scheduled.

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8. We must update and upgrade our personnel practices for the benefit of the Agency, its employees, and applicants for employment.

Some Initial Questions:

- How can we improve career development opportunities for our people?
- How can we improve our performance with respect to equal opportunity?
- How can we give greater recognition to superior individual performance?
- How can we help create a versatile cadre of people with significant experience in all directorates?
- What can be done to give life to our "separation-out" program to ensure the continued vitality of our workforce?

EAG Actions Underway or Contemplated:

- Mr. Blake has been tasked to make recommendations on these and other, related questions with respect to personnel management. We will receive his report and recommendations in October.
- The DDCI has approved proposed changes improving accountability for EEO performance in the directorates.

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 UNCLASSIFIED CONFIDENTIAL

SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM			
OFFICIAL ROUTING SLIP			
TO	NAME AND ADDRESS	DATE	INITIALS
1	EAG Members		E-20
2			
3			
4			
5			
6			
	ACTION	DIRECT REPLY	PREPARE REPLY
	APPROVAL	DISPATCH	RECOMMENDATION
	COMMENT	FILE	RETURN
	CONCURRENCE	INFORMATION	SIGNATURE
Remarks: <p>Attached is a final draft on "CIA Goals" for discussion in the EAG this afternoon. Based on comments from some of you on the draft circulated Monday, the order of the goals has been slightly adjusted, and new sections posing a few provocative questions with respect to each goal have been added. The paper as written is in effect now a more refined and focused distillation of several of the papers we considered when the EAG was established. As such, it should be helpful to us as we develop and pursue</p> <p style="text-align: right;">(over)</p>			
FOLD HERE TO RETURN TO SENDER			
FROM: NAME, ADDRESS AND PHONE NO.			DATE
James H. Taylor, Secretary, EAG			9/2/76

Approved For Release 2007/01/17 : CIA-RDP79M00467A001100170021-9
 UNCLASSIFIED CONFIDENTIAL

problems now scheduled for consideration as well as others not yet articulated. It also can serve as a basis for wider discussion with employees as to what we have done and will be doing.

JHT

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COMPT

76-1277

2 SEP 1975

AGENCY GOALS

The following is a statement of nine goals agreed to by EAG members. It constitutes a statement of priority topics against which we hope to make significant progress. Following each goal is a series of questions illustrative of the kinds of issues which the EAG will wish to pursue in connection with that goal. In addition, there is a statement of EAG actions underway or contemplated with respect to each goal.

1. Continued attention to the development of capabilities to provide national intelligence information on future intelligence needs critical to the survivability of the United States.

Some Initial Questions:

- What future satellite systems will be required to meet our intelligence needs in the 1980's?
- How can we improve our ability to understand consumer needs and manage the Agency's production, processing, and collection activities to optimize our output?

EAG Actions Underway or Contemplated:

- Mr. Stevens' presentation to the EAG on organizational changes in the production world has this goal as a central theme.
- Though not yet formally scheduled, Mr. Dirks has expressed interest in discussing with the EAG issues surrounding CIA's participation in national programs.

2. Achievement of better definition and articulation of the missions and responsibilities for which the Agency should be responsible

(EXECUTIVE REGISTRY FILE

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in the wake of outside investigations, revised guidelines, and the new Community management responsibilities of the DCI.

Some Initial Questions:

- What should be the Agency role in SIGINT programs given the House Appropriations Committee staff report concerning transfer of these activities to the National Security Agency?

25X1

- What is the proper scope and emphasis of our substantive product? Should we search for better ways to enhance the analytic component of our product possibly at the expense of our current intelligence capabilities?

25X1

- How can our support apparatus best assist a changing Agency do its job?

- What is the future for CIA's role in managing large national programs?

EAG Actions Underway or Contemplated:

- [] discussed selected joint DDO and DDS&T technical operations in the EAG meeting on 17 August 1976. We will meet again about 30 September to discuss further the importance of these activities and possible future management arrangements for them.

- [] SIGINT Task Force was formed and has met with the EAG to discuss a draft response to the House SIGINT study. The longer term objective of this group's activity, however, is to redefine the Agency's role in SIGINT.

- We have reviewed and validated the Agency's exploratory R&D program carried out by ORD.

- We have had preliminary conversation with the DDI on organizational and other changes in the production world.



3. Organization of the Agency to accomplish these newly redefined missions and responsibilities.

Some Initial Questions:

- Given some redefinition of our missions and responsibilities, what organizational changes, if any, will be desirable to enhance our ability to get the job done?

EAG Actions Underway or Contemplated:

- We have reviewed the planned reorganization of the DDO staff structure and have had an initial discussion of the Clandestine Corps concept.
- We had a preliminary discussion on a possible DDI reorganization.
- The SIGINT study group is likely to recommend organizational changes related to [redacted] and OEL.
- The inquiry into Agency personnel management arrangements (discussed below) will include discussion of the function of, and the organizational location of all or part of the Office of Personnel.

4. Establishment of an overall Agency management process which provides for effective coordination of related activities in different directorates and for effective planning in related areas.

Some Initial Questions:

- How can we improve our planning with respect to the use of increasingly scarce resources?
- How can we guarantee that important projects which require the cooperation of various Agency components receive the management attention they deserve?

EAG Actions Underway or Contemplated:

- The EAG, itself, has been established.

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- Mr. Dirks reviewed for the EAG the Agency's overall R&D program with attention to the mechanisms which exist to consider customer requirements in the face of scarce resources.
- Mr. Wells has been tasked to present to the EAG his views on the adequacy of the arrangements by which we decide on S&T technical support for the DDO.
- The Comptroller has been tasked to suggest ways we can improve Agency-level planning.

5. Achievement of a balanced allocation of resources to support Agency functions. ✓

Some Initial Questions:

- What evaluation techniques can we bring to bear on the always difficult question of resource allocation?
- How will some refocusing of our responsibilities affect our allocation of resources?

EAG Actions Underway or Contemplated:

- We have reviewed the Agency's proposed 1978 Program and agreed to certain steps which should improve our ability to make decisions on the 1979 Program next July.
- The Comptroller has been tasked to suggest ways we can improve Agency-level planning prior to development by the directorates of the 1979 budget.

6. Establishment of relationships of mutual confidence with both Executive and Legislative oversight organs.

Some Initial Questions:

- What further steps must we take to increase Congressional and public support for our missions?

EAG Actions Underway or Contemplated:

- We have through OLC, personal efforts of the DCI and DDCI, and elsewhere begun to make a dent in this problem particularly with the Senate intelligence committee.

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--Mr. Knoche has asked that we find a way to review the current state of our Congressional relationships and our mechanisms for handling them in the EAG.

7. Reinforcement and strengthening of command and control mechanisms to insure against illegal or improper conduct.

Some Initial Questions:

- How can the inherent creativity of our people be enhanced while management is assured of the legality and propriety of our actions?
- What combination of regulations and guidance, inspection by the IG, review by OGC, reporting procedures, and management review will protect our integrity without destroying our effectiveness?

EAG Actions Underway or Contemplated:

- The EAG has reviewed and approved the IG's proposed short-term inspection plans.
- Mr. Lapham has been tasked to report to the EAG on the state of guidance to employees with respect to legalities and proprieties.

8. Establishment of a mechanism for and implementation of progressive personnel practices for the benefit of all Agency employees and applicants for employment.

Some Initial Questions:

- How can we improve career development opportunities for our people, improve our performance with respect to equal opportunity, and give greater recognition to superior individual performance?

EAG Actions Underway or Contemplated:

- Mr. Blake has been tasked to re-examine the relative responsibilities of the directorates and the Office of Personnel with respect to personnel management. We will receive his report and recommendations in October.
- The DDCI has approved proposed changes improving accountability for EEO performance in the directorates.

9. Improvement in the security protection of intelligence sources and methods.

Some Initial Questions:

--What actions can we take to enhance the possibilities for Congressional acceptance of improvements in the law with respect to the protection of sources and methods? What steps can we take short of this to improve our capabilities in this area?

EAG Actions Underway or Contemplated:

--None yet scheduled.

Approved For Release 2007/01/17 : CIA-RDP79M00467A001100170021-9

TRANSMITTAL SLIP		DATE
TO:		21 AUG 1976
ER Attn: Mr. Evans		
ROOM NO.	BUILDING	
REMARKS		
<i>A copy has been forwarded directly to Mr. Knoche.</i>		
FROM:		
ROOM NO.	BUILDING	EXTENSION

Approved For Release 2007/01/17 : CIA-RDP79M00467A001100170021-9

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COMPT 76-1249

Approved For Release 2007/01/17 : CIA-RDP79M00467A001100170021-9

Executive Registry

76-3153/3

30 AUG 1976

NOTE FOR: Executive Advisory Group Members

SUBJECT : Agency Goals

Here is another cut at the goals problem. It is in two parts. The first part is a memo from the DDCI to EAG members and consists of nine proposed goals. They are "change oriented" in the sense that implicit in them is the feeling that we plan to move from where we are to someplace new. These goals can be used by us to communicate our views on where we are going to employees. They are also benchmarks we can use in the EAG to examine whether what we are doing, week by week, is taking us where we want to go.

The second part of the paper is a relisting of these same goals together with a few words on what we are already doing or what we plan to do with respect to each of them. I think it can be said that we have made at least a constructive beginning on nearly all of them, but this approach also suggests some of the gaps. Note also that several of the topics we are exploring in the EAG impact on more than one goal.

I suggest that we have one more conversation in the EAG to accept revisions in and get agreement on these suggested goals. Further, I suggest that the Comptroller be tasked to take the lead in an early EAG session at which we review what we have done to date, listen to suggestions for improvement, and generally take stock.

James H. Taylor
Secretary

Executive Advisory Group

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Attachments
As Stated

EXECUTIVE REGISTRY

Approved For Release 2007/01/17 : CIA-RDP79M00467A001100170021-9

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MEMORANDUM FOR: Executive Advisory Group Members

SUBJECT : Agency Goals

1. The following is a brief statement of our primary goals.
 - Achievement of better definition and articulation of the missions and responsibilities for which the Agency should be responsible in the wake of outside investigations, revised guidelines, and the new Community management responsibilities of the DCI.
 - Organization of the Agency to accomplish these missions and responsibilities.
 - Establishment of an overall Agency management process which provides for effective coordination of related activities in different directorates and for effective planning in selected areas.
 - Achievement of a balanced allocation of resources to support Agency functions.
 - Continued attention to the development of capabilities to provide national intelligence information, responsive

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to customer needs, on future intelligence needs critical to the survivability of the United States.

- Establishment of relationships of mutual confidence with both Executive and Legislative oversight organs.
- Reinforcement and strengthening of command and control mechanisms to insure against illegal or improper conduct.
- Establishment of a mechanism for and implementation of progressive personnel practices for the benefit of all Agency employees and applicants for employment.
- Improvement in the security protection of intelligence sources and methods.

2. The above nine goals will form the framework for the assignment of specific tasks designed to further the accomplishment of these goals. Attached is a list of items already covered or planned for future EAG review which will contribute to the achievement of these objectives. I welcome further thoughts you may have.

E. H. Knoche
Deputy Director of Central Intelligence

Attachment:
As Stated

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PROGRESS AGAINST GOALS

Achievement of better definition and articulation of the missions and responsibilities for which the Agency should be responsible in the wake of outside investigations, revised guidelines, and the new Community management responsibilities of the DCI.

EAG Actions Underway or Contemplated:

25X1 -- [] discussed selected joint DDO and DDS&T technical operations in the EAG meeting on 17 August 1976. We will meet again about 30 September to discuss further the importance of these activities and possible future management arrangements for them.

25X1 -- [] SIGINT Task Force was formed and has met with the EAG to discuss a draft response to the House SIGINT study. The longer term objective of this group's activity, however, is to redefine the Agency's role in SIGINT.

--We have reviewed and validated the Agency's exploratory R&D program carried out by ORD.

--We have had preliminary conversation with the DDI on organizational and other changes in the production world.



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Organization of the Agency to accomplish these missions and responsibilities.

EAG Actions Underway or Contemplated:

- We will shortly consider the planned reorganization of the DDO staff structure.
- We had a preliminary discussion on proposed DDI reorganization.
- The SIGINT study group is likely to recommend organizational changes related to [] and OEL.
- The inquiry into Agency personnel management arrangements (discussed below) will include discussion of the organizational location of all or part of the Office of Personnel.

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Establishment of an overall Agency management process which provides for effective coordination of related activities in different directorates and for effective planning in related areas.

EAG Actions Underway or Contemplated:

- The EAG, itself, has been established.
- Mr. Wells has been tasked to present to the EAG his views on the adequacy of the arrangements by which we decide on S&T technical support for the DDO.
- The Comptroller has been tasked to suggest ways we can improve Agency-level planning.

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Achievement of a balanced allocation of resources to support Agency functions.

EAG Actions Underway or Contemplated:

- We have reviewed the Agency's proposed 1978 Program and agreed to certain steps which should improve our ability to make decisions on the 1979 Program next July.
- The Comptroller has been tasked to suggest ways we can improve Agency-level planning prior to development by the directorates of the 1979 budget.

Continued attention to the development of capabilities to provide national intelligence information on future intelligence needs critical to the survivability of the United States.

EAG Actions Underway or Contemplated:

- Mr. Stevens' presentation to the EAG on organizational changes in the production world has this goal as a central theme.

Establishment of relationships of mutual confidence with both Executive and Legislative oversight organs.

EAG Actions Underway or Contemplated:

- We have through OLC, personal efforts of the DCI and DDCI, and elsewhere begun to make a dent in this problem particularly with the Senate intelligence committee.
- Mr. Knoche has asked that we find a way to review the current state of our Congressional relationships and our mechanisms for handling them in the EAG.

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Reinforcement and strengthening of command and control mechanisms to insure against illegal or improper conduct.

EAG Actions Underway or Contemplated:

- The EAG has reviewed the IG's proposed short-term inspection plans.
- Mr. Laoham has been tasked to report to the EAG on the state of guidance to employees with respect to legalities and proprieties.

Establishment of a mechanism for and implementation of progressive personnel practices for the benefit of all Agency employees and applicants for employment.

EAG Actions Underway or Contemplated:

- Mr. Blake has been tasked to re-examine the relative responsibilities of the directorates and the Office of Personnel with respect to personnel management. We will receive his report and recommendations in October.
- The DDCI has approved proposed changes improving accountability for EEO performance in the directorates.

Improvement in the security protection of intelligence sources and methods.

EAG Actions Underway or Contemplated:

- None at this time.

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TRANSMITTAL SLIP		DATE
TO: DDCI		Executive Registry
ROOM NO.	BUILDING	76-3/53/R
REMARKS		
For the 23 August EAG meeting.		
FROM:		
ROOM NO.	BUILDING	EXTENSION

Approved For Release 2007/01/17 : CIA-RDP79M00467A001100170021-9

Approved For Release 2007/01/17 : CIA-RDP79M00467A001100170021-9

TO: ER		DATE: 2007/01/17
ROOM NO.	BUILDING	Executive Registry 76-3153/2
REMARKS Mr. Knoche prepared this paper for our further discussion this afternoon on goals.		
FROM:		

Approved For Release 2007/01/17 : CIA-RDP79M00467A001100170021-9

76-1198
23 AUG 1976

Goals

Complete by 1 January 1977 a review of CIA missions and responsibilities compatible with terms of E.O. 11905, with such other guidelines as may be developed between now and January, and with prospects, as can be divined, growing out of American election results in 1976, such review to:

- Define and adjust Agency roles and missions in the light of the intensified DCI function as Community arbiter and his continuation as head of CIA.
- Advise on Agency common-concern functions. Should they be expanded? Do we reassign to others some of our work, such as SIGINT, reconnaissance, large-scale R&D, large-scale paramilitary?
- Identify the proper role of the CIA Station Chief. Is he best deployed as DCI or CIA representative?
- Define and adjust the role of the General and Legislative Counsels and ways in which the DCI, the Agency and the Intelligence Community Staff can best be served in these areas?
- Define the prospects for covert actions (psychological, political and paramilitary) over the next five years as a means of determining the extent and nature of covert action capacities to be maintained by the CIA. (Identify those covert action responsibilities which can or should be handed off to other departments of the government.)

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EAG 3/b

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Goal

Complete by 1 January 1977 a review of means to improve the intelligence product in keeping with the basic objective of providing our consumers with the most relevant, timely and accurate product possible to provide, such review to include:

- The kind of organization, resources, equipment and talent required to improve interdisciplinary intelligence analysis and production, starting with the Soviet Union and China.
- The resources, processes and equipment required to permit multi-media presentation of intelligence products.

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Goal

To create by 1 March 1977 a planning and evaluation capacity to:

- Set goals and objectives based on our estimate of future international prospects.
- Fix strategies and timetables for reaching the goals and objectives.
- Evaluate performance of Agency activities and components and recommend improvements.
- Provide the basis for a balanced allocation of resources among Agency functions in collection; processing, analysis and production as well as in administrative support, R&D and covert action.
- Identify needs for new programs and suggest termination of those that outlived usefulness.
- Affirm current organizational arrangements or identify new ones.

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Goal

Review and identify by 1 January 1977 the ways and means to insure effective oversight of all Agency activities to guard against the illegal, the improper, and questionable and the inefficient, such review to:

- Advise on the proper size and missions of the office of General Counsel and the Inspector General.
- Advise on ways to enhance oversight and inspection without unnecessarily lessening our traditional flexibility and creativity.
- Advise on the general nature of arrangements best made to interrelate Agency oversight with that of the Executive (the IOB) and the Congress (select Committees).

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Goal

Complete by 1 March 1977 a review of Agency space utilization to provide a means to:

- Insure the most efficient possible use of space.
- Advise on which components are most required in Headquarters space and which can (though at a price) be deployed in outside space.
- Begin planning for construction at Langley of new buildings to meet the needs of the 1980's.

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Goal

To develop by 1 January 1977 a personnel management system with the following strengths:

- The setting of uniform standards throughout the Agency with regard to hiring, training, and promoting of our personnel, with a corresponding need to have an effective "up-or-out" system as well. The objective is excellence of our personnel and excellence in the personnel management system.

- The identification of at least 200 "Key Assignments" within the Agency and top-level Agency leadership attention to the preparation and assignment of officers to those posts. This will include, of necessity, top-level attention to the need for rotation within and among Directorates.

- The establishment of ways and means to insure improved performance in reaching EEO goals.

- An ability to make informed judgments on the proper mix and balance of personnel - specialist, generalist, clerical, et al -- among components.

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Approved For Release 2007/01/17 : CIA-RDP79M0046 TRANSMITTAL SLIP		CIA-RDP79M0046 Executive Registry 76-3153/L
TO: ER		
ROOM NO.	BUILDING	
REMARKS:		
<p>The attached will be the subject of discussion at the 23 August EAG meeting.</p>		
FROM	20 Aug 76 [Redacted]	
ROOM IN	EXTENSION	

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1 Aug 76STATEMENT OF AGENCY GOALS

A statement of Agency Goals is governed essentially by the point from which these goals are mentally viewed - the perspective. An equally important factor or determinant is the force which drives the search for these goals.

In the first instance, the Central Intelligence Agency should be concerned above all else with how well it can provide the required national intelligence information to the President and the policymakers of the United States Government to insure the survival of the United States in an age of ultimate weapons, exponential population growth and shrinking resources. The perspective which shapes the primary set of Agency goals is one of service - a service organization satisfying the needs of its national customers.

The survivability of the United States and its system of government - the preservation of its philosophical and spiritual values and the perpetuation of the symbol it represents to the freedom-loving and seeking peoples of the world - become the driving forces or the determinant behind a definition of the goals the Agency should establish as its current priorities.

With these governing principles in mind, the task of establishing goals boils down to a statement of what do we have to do and what do we need to do it. One approach to the solution of this task is perhaps found in the application of the zero-base budget concept. We start with a statement of what resources--men, money or machines-- are required to produce this vital intelligence information. The process of identifying

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the successive layers of national intelligence critical to our survival should continue with a parallel identification of the requisite resources.

The above described process establishes the framework for the first goal--the articulation of a current statement of the roles and missions for which the Agency should be responsible in terms directly related to a grid overlay of the essential elements of world dynamics.

From this matrix flows a logical succession of objectives, targets and tasks ranging from estimating future international prospects and problems to fixing strategies and timetables for achieving each stage of achievement.

The next goal is a direct consequence of the above process--the organization or reorganization of the Agency to produce this intelligence. This means no more than the fact that we should configure ourselves, internally and as we interface with the community, to ensure our resources are properly apportioned among the multiple functions required to produce national intelligence. The term produce embodies the functions of collection, processing, analysis, evaluation and publication. It is from an examination of these functions that a series of goals come into sharper focus. Viewed against a current statement of the roles and missions of the Agency directly related to the essential elements of current and future world dynamics, we are able to make with reasonable precision the net judgments and tradeoffs among the three main elements of collection - SIGINT, HUMINT, and Reconnaissance. A third and primary goal, then, becomes the optimum use and balance of the three main elements of collection, SIGINT, HUMINT and Reconnaissance.

The demand for timeliness and accuracy in processing intelligence

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information in an ICBM world is manifest. The capacity to collect intelligence information has outstripped the capacity to process it. The "Bob Cratchett" of the intelligence business is no longer capable of absorbing and digesting the enormous volume of data and processing it into immediately useable form. We possessed, before the fact, all the evidence that was necessary to inform the policymakers of the Soviet intent to invade Czechoslovakia. It was not processed into useable form until after the event took place. The continued development of automatic and machine-assisted systems capable of processing and translating raw intelligence data into a form immediately useable by the analyst and the policymaker is a fourth and primary goal.

The problem of taking this mass of intelligence data and information, separating it into less complex elements and examining its relationship to the critical issues and questions of the policymakers is an indispensable element of the production process. The development of the kind of organization with the resources and processes to provide interdisciplinary analytic capacity is a fifth primary goal.

A key element in the production of intelligence is evaluation. The Agency, properly, is not its own consumer; we are interested in the end-user. We produce intelligence to assist policymakers to identify, understand and cope with localized or general international crises. We produce intelligence to enable policymakers and strategists to detect and assess the significance of the development and deployment of advanced weapons systems. We produce intelligence to predict or expose hostile political, economic or military stratagems. Whether this intelligence satisfies the needs of the customer - is useful, significant, in the depth and of the quality required - drives the collection process.

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To improve the evaluative and assessment process to insure that customer requirements are dictating resource allocations is a sixth and primary goal.

The product of the Agency is intelligence reports in a variety of forms and formats. The content, organization and packaging of this product is of special importance if it is to be responsive to the selective audience we have. Its total effect must be one of indispensability, accuracy, credibility, clarity, and comprehensibility. The total impact of the Agency's product must be, in a word, synergistic. The goal becomes the development of improved processes and equipment for multi-media presentation of the Agency's intelligence product.

Having talked about our primary goals - the substantive role and mission of the Agency, its organization and function - from one perspective, we might shift our mental observation point and look at the Agency from the perspective of those - some, our severest critics - who are on the outside looking in. This perspective suggests another but important set of goals. We must re-establish our credibility. Our demonstrated standards of integrity, courage of convictions, extraordinary bravery, selflessness, dedication to duty, dependability and pride of service to our God, our country and our government must remain unassailable. Our foibles, the aberrations from the overwhelming consistency of our adherence to principle - have been both properly and improperly exposed and exploited depending on the motives of the adversary. Our standard must remain high. It must be a source of pride for ourselves and for those we serve. We need, therefore, to address several aspects of this problem. The first is to establish a relationship of unqualified mutual confidence with both executive

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and legislative oversight organs. The second step is a corollary but absolutely essential element. We need to reinforce and strengthen the command and control mechanisms in the Agency which insure the existence of a process which will identify problems of legality or propriety and insure that any such problems are expeditiously brought to the attention of the senior managers of the Agency.

The hallmark of an intelligence service historically was its anonymity. In today's world, very few if any intelligence services have preserved this attribute. To be arcane is, ipso facto, evil. The essentiality of an intelligence service as the first line of defense - the vanguard - the anonymous and unheralded heroes - all of these connotations have been badly sullied in the public quest for purgation. There is a need, therefore, to establish in the minds of those who count - the greater majority of the American people - the proper and true image of the Agency. There are several key segments of the American society who are the opinion-makers. Academia, the clergy, politicians, the business establishment, labor organizations, journalist associations are among these and offer forums for accomplishing this goal.

Changing our vantage point once again and viewing the problem of goals from the perspective of the Directorate level, but in context with our set of primary goals, a number of areas suggest themselves as ones wherein improvement can be made.

Have we established stringent criteria for determining the priority of collection requirements? Have these criteria been systematically and comprehensively applied to each collection activity being undertaken and implemented by the Agency? Have these collection activities been prioritized and the allocation of resources - money, people and machines -

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been apportioned accordingly or not at all? Have we critically and comprehensively examined ongoing collection activities for termination? Have we critically examined the covert action role of the Agency? Is the track record of accomplishment commensurate with the resources which have been expended?

Have we established a similar set of criteria to test the validity, scope and pertinency of the Agency's RD&E investment? Have we examined in each case what requirement drives the research being undertaken? Have we ensured that there is no internal or external duplication? Have we ensured that those components with the greatest reservoir of expertise are seized with the responsibility of the research and development? Have we prioritized the total research and development projects and activities and applied rigid standards of applicability to the situation they are intended to serve? Have we looked far enough ahead into the future to ensure our survivability? Are the research areas we are working on today realistic in the world and against the problems we will face five years downstream? Ten years?

Is the organization of the Agency the kind of configuration that is needed to satisfy the collection requirements, the information needs, the research and development demands of the space age? Can we afford to compete within the Agency for increasingly scarce resources? Do we need a Deputy Directorate for the Soviet Union which has within its organization the total spectrum of collection and production responsibilities? Similarly for the Peoples Republic of China and other geographic areas? Would centralized responsibility for geographic area intelligence targets make the collection and production efforts more responsive to the customer?

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Would it reduce administrative support requirements? Would an independent Deputy Directorate for Personnel enhance the management of people - our most valuable resource? Would a functional organization centralizing the command and control of collectors and processors be more responsive and more efficient?

Whereas the above sets of questions are ones which would fall within subsets of objectives and tasks related to our general statement of primary goals, these same questions suggest an additional set of questions which relate to specific problems within each directorate or pertinent to specific activities. The primary goals are mission-oriented. When we change our perspective to look at the problem from within the directorates per se, we become problem oriented. It is at this point that the "goals" as such become narrower in scope, lose their cross-directorate application and search for solutions to specific problems.

If we address the primary goals first and then the correlative subsets of questions relating to these primary goals, the problem-oriented goals will become more immediately apparent and assume their proper priority.

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